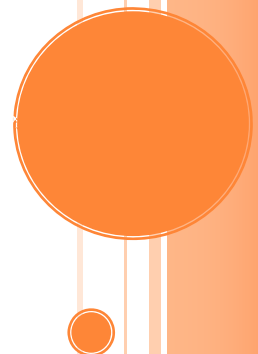


# ATLANTA PUBLIC SCHOOLS COMPENSATION GUIDELINES

*Human Resources – HR Services*



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## ***Compensation Philosophy***

The purpose of the Atlanta Public Schools' (APS) Classification and Compensation Program is to attract, reward and retain the most qualified employees by offering an equitable, competitive, and attractive program. We believe that a robust compensation strategy is essential to our success and a key component for progressing as a system. "Having strong students, strong schools, strong staffs, and a strong system" requires that we continually develop, recognize, and compensate staff by:

- ✂ Developing a classification and compensation system that is transparent and equitable.
- ✂ Recognizing employees for their experience.
- ✂ Including appropriate fiscal responsibility.
- ✂ Ensuring that APS stays competitive in the market place.

In fiscal year 2015, Atlanta Public Schools partnered with an outside consulting group to analyze its compensation model, practices, and relationship to competitive markets. The study yielded results that indicated that APS salary schedules were not only competitive, but were on average 10% higher than competitive districts. However, it also identified pay parity issues that exist amongst employees. The following outlines a strategic plan for accomplishing our initiatives as well as creating internal salary equity:

1. Adopting an open salary range plan that places non-teaching employees on the appropriate salary schedule based on experience.
2. Placing teachers on the salary schedule based on years of teaching experience and their level of degree.
3. Adopting compensation and classification policies that maintain the integrity of the system.

## ***Hiring Practices***

Newly hired employees will be placed on the appropriate salary schedule based on their years of verified experience and degree level where applicable. Please refer to APS Salary Schedules for more information posted on our website.

1. Teacher Hiring – Teachers will be granted verified year for year experience and placed on the appropriate step and by certification level. To be granted a full year, a teacher must be certified and work in an accredited institution for at least 120 days.
2. For all other Employment Categories (Administrative, Non-Teaching Professional, & Support) - Employees will be placed in their assigned pay grades and be offered a salary based on their years of verified experience. Experience is defined and will be awarded based on the following guidelines:

- **Tier 1 - Equivalent Functional Experience:** Equivalent functional experience is defined by the job description of the position specifically noting core job requirements, performance expectations, and responsibility to stakeholders. The candidate will be

awarded years of equivalent experience for previous work verified in writing from their former employer.

- **Tier 2 - Relevant Industry Experience:** Relevant industry experience is defined as experience that is related to the pending job/industry/division, but has lesser or minimal job requirements, performance indicators, and less responsibility to stakeholders. The candidate will be awarded one year of service credit for every two years relevant industry experience for previous work verified in writing from their former employer.

### Examples of Experience Credit

Position	Example of Experience	Credit Received	Total Credited Years of Service
Principal	3 Years Principal 4 Years Assistant Principal 4 Years Teacher	3 Years for Principal (Tier 1) 4 Years for Assistant Principal (Tier 1) 2 Years for Teacher (Tier 2)	9
Project Manager	3 Years Project Manager 2 Years Program Analyst 2 Years Program Specialist	3 Years for Project Manager (Tier 1) 1 Year for Program Analyst (Tier 2) 1 Year for Program Specialist (Tier 2)	5

Days worked in order to receive a year credit:

Work schedule	Number of days worked for a year credit
190, 191, 200	120 Days
220	139 Days
242	152 Days

**\*Please Note: All evaluations are completed by compensation professionals and are non-negotiable.**

### ***Promotions***

Employees that are promoted within the organization will be re-evaluated as if they are a new hire into the organization. It is important to note that promoted employees must meet minimal qualifications. Also, promoted employees experience will be evaluated in order to place the employee appropriately on the salary schedules. If the employee's experience does not result in a pay raise, the employee's current salary may be adjusted by a percentage increase and placed on the nearest step in the new assigned scale, not to exceed the maximum. Internal equity will always be a consideration in these cases.

### ***Demotions***

Voluntary and involuntary demotions will be treated the same. In the case of a demotion, employees will be placed on their newly assigned scale at the appropriate step, not to exceed the maximum. An employee will begin receiving the newly assigned salary based on the effective date of the demotion.

### ***Lateral Movement***

If an employee moves to a new position within the same salary schedule, they will receive the same pay.

## ***Verification of Employment & Retroactive Pay for Verification of Employment***

Upon offer of employment with Atlanta Public Schools, a Human Resource Strategic Director will inform employees of their starting salary with APS. All employees (both internal and external) will be granted a salary offer based on verified experience. Therefore, an employee that has no verified experience upon hire will be placed at the entry salary level until APS verification forms are received and processed by the compensation department. Once verification forms are processed, an employee's salary will be adjusted to reflect the total number of years of verified experience. The employee will also receive retroactive pay as long as proper documentation is received within 90 business days of hire date and the employee remains on active full-time status. **Please Note: It is the employee's responsibility to ensure that verification forms are sent to the appropriate identified organizations and to contact these organizations if delays occur. Any verification received after 90 business days will be applied to an employee's salary, but will not be retroactively paid.**

## ***Certification Upgrades***

Atlanta Public School District strongly encourages that its employees continue their education to increase their effectiveness in their jobs, as well as to enrich their lives. Over the last several years, the Georgia Professional Standards Commission (PSC) has revised its policies that clearly identify how to upgrade a certificate and rules on if the upgrade will increase an employees pay. Please visit [www.gapsc.com](http://www.gapsc.com) for more information.

For employees that qualify for a pay increase resulting from a certificate upgrade, please take the following steps and read the policies that will apply to a certification upgrade request:

- The Certification Department must receive a copy of your upgraded certificate. Please scan and email to your Certification Specialist.
- Pay changes for applicable upgraded certificates will be instituted based on the PSC effective date. If the employee submits a copy of the certificate to HR within the same fiscal year of the certificate being issued, an employee will receive the salary increase and retroactive pay due from the effective date of the certificate.
- If an employee submits a certificate upgrade after the fiscal year has ended, the employee's salary increase will go into effect starting their next contract year (June 30<sup>th</sup> of fiscal year is deadline).
- If an employee's certificate is not effective on their first day of work, the upgraded salary will be prorated based on the number of days worked.

## ***Temporary Placements***

Occasionally, circumstances arise that require employees to temporarily fill positions that require additional or a change in responsibilities. These positions are often referred to as interim in nature and are time bound. In such cases, it is the policy of the Compensation and Leave Department that the following steps be followed:

1. The temporary request form must be filled out, submitted to the Director of Compensation and Leave, and approved before the temporary placement occurs. This request must be approved by the appropriate senior cabinet member.
2. Temporary placement pay calculations for short term assignments will receive a monthly stipend of a set dollar amount. For long term interim placements, an employee will receive the salary as if it was their permanent placement.
3. Additional days for short term assignments must be logged and signed off on by the temporary employee's supervisor in order to receive payment. This does not apply for long term interim assignments.
4. Depending on the duration and circumstances of the temporary assignment, the employee will either receive payment in a one-time stipend or by pay period.

### ***Leave with no Pay***

An employee's annual salary is divided into 24 even payments processed through semi-monthly payroll. Per Board Policy, after an employee has incurred 20 days of unpaid leave, the employee's annual salary is recalculated and will reflect the decrease in monies owed for the remainder of the employee's work scheduled year.

### ***Reclassification/Job Evaluation Process***

The purpose of the job evaluation process is to determine whether the core duties and responsibilities of a position have significantly and permanently changed to such an extent that reclassification to a different pay grade (higher or lower) is appropriate. The essential functions of a position typically change in response to the needs of the organization, not based on the person in the position. Therefore, the assessment will focus on the standard requirements associated with the position without regard to the merits of the person occupying the position.

The reclassification & job evaluation review process will occur during the spring of every school year. The Superintendent has final approval authority for all recommendations coming out of this review process. If a reclassification is approved, it will take effect on the first duty day of the following school year.

In order for a review to be considered, the following steps must occur:

1. The appropriate supervisor has to be in agreement that a job evaluation review should occur.
2. The appropriate senior cabinet member should be in agreement that the job evaluation review should occur.
3. The requestor must complete and submit the Reclassification & Job Evaluation Packet.

## ***Authorization to Pay Moving Expenses***

In order to ensure the highest quality of the applicant pool, it is sometimes necessary to recruit nation-wide to fill vacancies. The Superintendent is authorized to consider the reimbursement of personal moving and relocation expenses up to \$10,000 for a successful candidate. The reimbursement of these expenses is left solely to the discretion of the Superintendent.

## ***Annual Maintenance of the APS Salary Schedule***

Each fiscal year, the Atlanta Public School District is required to submit and pass a balanced budget. Salary schedules may need to be adjusted and/or created to reflect changes made during the budget process (i.e. Cost of living adjustments, salary freezes, etc.). As a result, in order to maintain equity on how employees are compensated, annual maintenance of the salary schedule may occur in one of the following manners:

1. Salary schedules and open ranges will remain intact. When this occurs, employees will receive salary increases based on an additional year worked.
2. Salary schedules and open ranges will be adjusted to reflect no additional compensation. When this occurs, employees receive a year of experience, but will not receive a salary increase. This allows for internal equity to be maintained with internal and external hiring for that particular fiscal year. (Board Salary Hearings as required by General Code of Laws may be necessary)
3. Salary schedules and open ranges will be modified to include cost of living adjustments or other increases. When this occurs employees will receive increases based on an additional year worked and increases to salary schedule/range.